



HUMAN SERVICES FUNDING

Grant Application
FY 2026-27

Agency Review

Pre-Application Training Manual

POLICIES AND PROCEDURES &
REQUEST FOR PROPOSAL

CITY OF TEMPE, ARIZONA
HUMAN SERVICES “AGENCY REVIEW” POLICIES & PROCEDURES
& FISCAL YEAR 2026-27 APPLICATION INFORMATION

Funding Process Schedule

WHEN	ACTION
January 13, 2026 9:30-11:00 am	Pre-Application Grant & Technical Training via ZOOM Organizations interested in applying for funds should attend this orientation and training. New agencies (not funded in the previous year) are highly encouraged to attend. All returning agencies should also attend since there are changes to the application process. If you have a scheduling conflict OR unable to attend the training, please contact TCC. Contact: Kim_VanNimwegen@tempe.gov or 480.858.2300 for more information.
January 13, 2026 5:00 pm	Application opens in ZoomGrants https://www.zoomgrants.com/zgf/Tempe_Community_Council/City_of_Tempe_Human_Services_Grants_2026-2027
February 2, 2026 BEFORE 4:00 pm Arizona Time	Application due in ZoomGrants (late proposals will not be accepted)
March 9-13, 2026	Agency Interviews (as needed)
May 18, 2026 4:00 pm (tentative)	Recommendations presented to Tempe City Council at a Work Study Session
June 2026	City of Tempe final budget approval
July 1, 2026	Agencies are officially notified of funding allocations

Background

For over 40 years, Tempe Community Council (TCC) has managed and administered the allocation of human services dollars by the City of Tempe (COT) to local nonprofit human services organizations. Resources are allocated to the organizations through a volunteer, citizen-based review process titled, “Agency Review.”

Agency Review funds come from the COT General Revenue Fund, and through the Together Tempe program via the City of Tempe water bill customer voluntary donation option and direct donations through Tempe Community Council. Total funds allocated are approximately \$1.1 million to Valley-wide agencies serving Tempe clients.

Purpose

The COT through TCC, initiates the Request for Proposals (RFP) to solicit applications from human services agencies serving Tempe clients. The goal of Agency Review is to assist and make recommendations to the Tempe City Council in establishing criteria for City funding of human services programs. Final funding decisions are legally that of the Tempe City Council.

Funding Priorities

Tempe Community Council collaborated with Arizona State University's Southwest Interdisciplinary Research Center (SIRC) to conduct an in-depth assessment of human service needs across Tempe. This study yielded actionable insights and strategic recommendations that TCC and its partners can employ to address critical service gaps and needs. The assessment, along with additional community input and considerations, and consultants - Intersectional Inquiry, helped to guide the prioritization of funding for this year.

We recognize that some of our established and current agency partners may not have a primary focus in the prioritized areas; however, a significant number do incorporate the identified prioritizations through wholistic programming or partnerships.

Details about prioritization can be found in Appendix A.

New Framework - Social Determinants of a Healthy Community

The Social Determinants of Health - Tempe

This Social Determinants of Health (SDOH) wheel helps to depict the elements of a healthy community. The United States Centers for Disease Control defines these social determinants as "life-enhancing resources, such as food supply, housing, economic and social relationships, transportation, education and health care, whose distribution across populations effectively determines length and quality of life."

A Tempe version of the wheel was developed by Tempe Community Council and City of Tempe Community Health and Human Services Department to improve the ability to talk about, measure and evaluate the resilience of our community human services and to plan for how to improve areas of imbalance.

Tempe's wheel was inspired by the work of Vitalyst Health Foundation, the World Health Organization, and the Centers for Disease Control and Prevention.



Elements of the Healthy Community Wheel

This year, in collaboration with The City of Tempe Community Health and Human Services Department (CHHS), TCC will group funding priorities and outcome reporting using the following framework and agencies (programs) will be asked to self-identify under one of the following elements within the SDOH wheel.

Selecting the Element that Aligns with an Agency Program

Within the 2026-2027 funding application each program will select from a checkbox in ZoomGrants that asks the agency to choose an element of the wheel the program most closely aligns. If the program addresses more than one element, the agency is still asked to choose the one that relates most closely to the measurable impact.

One area (determinant) must be selected. Secondary elements can be shared within the narrative portion of the application.

Follow the prompts within ZoomGrants:

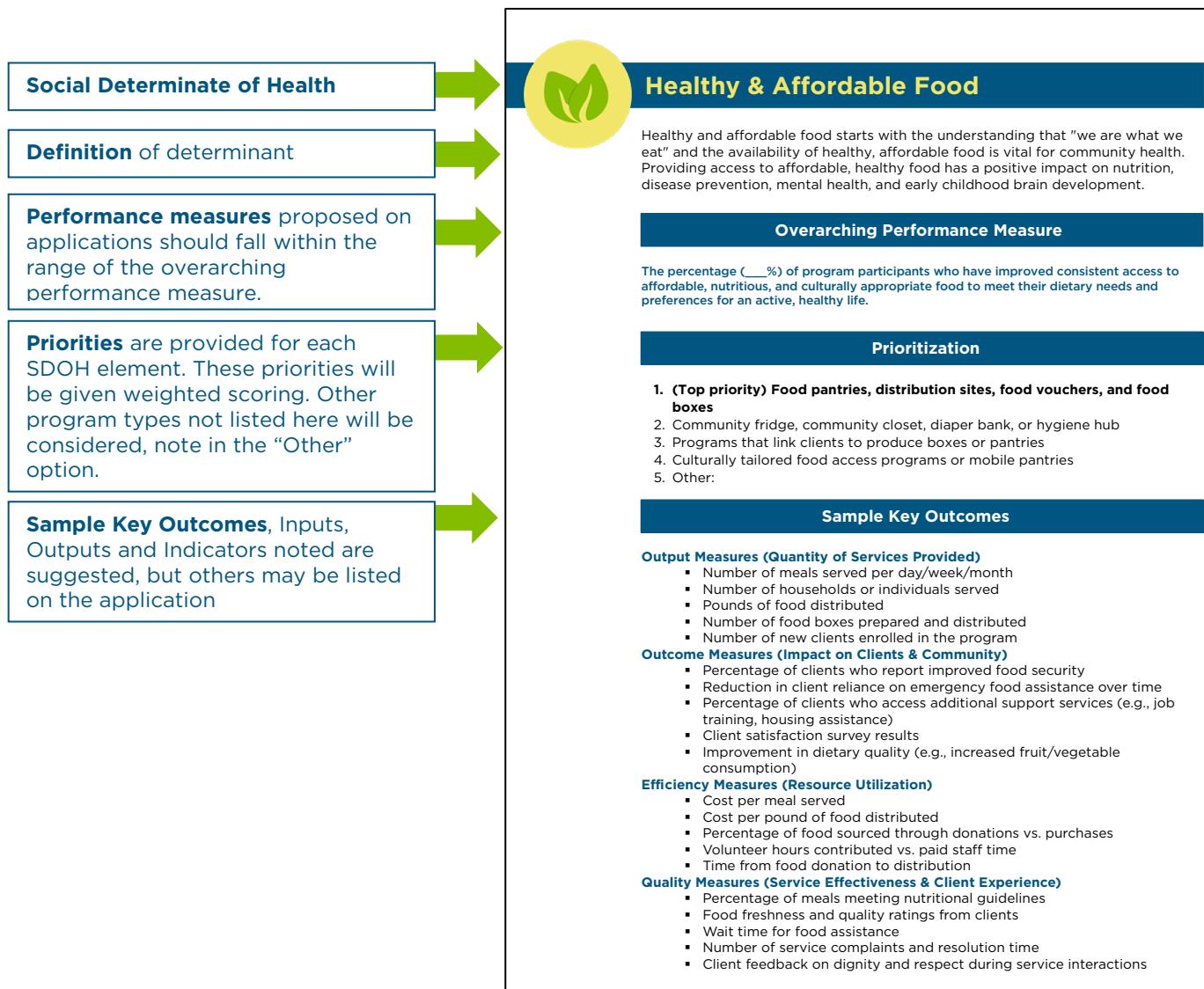
1. Choose the Social Determinants of Health (SDOH) your program is responding to.
2. Select the prioritization your program addresses.
3. The Other category, if selected, must be described.
4. Complete the narratives (all questions) that build your case for funding.

Programs and services that do not fall within the stated priorities may still be considered for funding, but the stated priorities will be weighted for scoring advantage and given preference.

On the next page is a sample of how the *Healthy Affordable Food* element of the wheel is further defined and what the prioritizations are within this element.

See Appendix A for a breakdown and details for all social determinants of health elements of the wheel.

The Social Determinant pages in the Appendix are meant to provide guidance, and they are not all inclusive. As this funding process progresses and the full breadth of programs proposed are known, further refinement of this framework is likely to occur. Performance outcomes, inputs, outputs, and indicators may be negotiated prior to the signing of a final funding agreement.



Type of Application to Choose

There are two categories of grants to select from this year:

5. Which type of grant are you applying for?

Single means one agency and one program. Collaborative means two or more agencies/organizations working on one program together.

Single Agency Program

Collaborative Program (of any kind should apply under the Social Justice - Social Determinant)

1. The **Single Agency Program** grant -- most common.
2. The **Collaborative Program** grant option should apply under the **Social Justice - Social Determinant** only. Below is further information on the Collaborative Program option.

Deep Collaboration/Collaborative Proposal Applications

Collaborations are at the heart of the Collective Impact movement and are key to strengthening all types of organizations' ability to scale results.

Collaboration Defined

A **collaborative grant** is a grant that supports a collaborative effort, such as a coalition,

that is not a separate organization but includes multiple partners/organizations carrying out a project/joint effort with agreed upon goals.

- All collaborative partners must be eligible to receive a direct grant from TCC, the fiscal agent must be a 501(c)(3) public charity organization.

Examples of collaborative grants are those in which:

- Several partners are working together on a large, joint project and at least two of the partner organizations receive a portion of the grant funds to carry out the goals of the proposal:

or

- One organization receives funds on behalf of a collaborative to hire staff to coordinate the collaborative.

- For collaborative grants it is expected the following elements would be in place and clearly documented in the application:

- Collaborative structure and priorities are inclusive and demonstrate equitable approach.
- Roles and responsibilities of collaborative partners are clearly defined and demonstrate an equitable approach; **and**
- Decision making processes demonstrate an equitable approach.

Fiscal Sponsorship

TCC will accept grant applications from fiscal sponsors on behalf of other charitable organizations.

Definitions:

- **Fiscal sponsor** - A 501(c)(3) public charity that has assumed legal and financial responsibility for the proposed project and will receive and administer the grant on behalf of the sponsored group.
- **Sponsored Organization/Group** - A separate entity that will perform the charitable project.

Criteria for Applying

Fiscal sponsorship application guidance:

- Sponsored organizations are only eligible for project support grants.
- The fiscal sponsor must be classified by the IRS as a 501(c)(3) public charity.
- There must be alignment between the fiscal sponsor's mission and the proposed project.
- The sponsored group or organization should be listed as the applicant organization. Information about the fiscal sponsor will be provided in the documents section.

- A signed Fiscal Sponsorship agreement covering the period of the proposed project must be submitted if awarded.
- A detailed project must be submitted with the application. The fiscal sponsor may charge a percentage of the project funds as a sponsorship administrative fee, and this may be included in the project budget submitted with a TCC application as long as the two organizations have agreed to this in writing.

Fiscal sponsorship grant award guidance:

- If awarded, the fiscal sponsor organization will execute the grant agreement and will receive grant payment(s) from TCC/City of Tempe.
- The grant will appear under the sponsored organization's record in ZoomGrants. Staff of the fiscal sponsor organization will be given access to the grant record and the grant report forms.

Category of Services

The program category indicates the primary focus of your services, aligning your program within a spectrum ranging from crisis intervention to stability, and ultimately to self-sufficiency. While we recognize that some programs may operate across this entire continuum, only one category should be selected. These categories are defined as follows:

- **Crisis: Investments for Moving Clients Out of Immediate Crisis** - May include, but are not limited to, programs providing basic needs, such as provision of food; water; clothing; crisis shelter; detoxification treatments; etc.
- **Stability: Investments for Establishing Stability for Clients** - Clients' basic needs are met, and program is moving them to greater functioning. May include, but not limited to, rental and utility assistance; case management; counseling; transitional housing; substance abuse prevention education; etc.
- **Self-Sufficiency: Investments for Maintaining Self-Sufficiency for Clients** - May include, but not limited to, programs for: prevention; special populations; counseling; mentoring; youth development; foster care and adoption education; childcare; benefits assistance; in-home care; volunteer opportunities; home-delivered meals; congregate meals; etc.

TCC/COT Strategic Plan

TCC works closely with the City of Tempe's Community Health and Human Services Department (CHHS). Information about the programs and services offered by COT and CHHS can be found on their website: tempe.gov/government/community-health-and-human-services. Programs funded through human services unrestricted funds should support, enhance, or expand services provided by CHHS. A collaborative approach and collective impact are highly valued and serve as primary goals in making funding recommendations.

Additionally, through the Agency Review process and human services funding, TCC aligns with the City of Tempe's assigned Performance Measure as part of their Strategic Plan. This performance measure is tied to the Tempe City Council's Strategic Priority 3.10 to ensure that agencies who receive human service grants from the COT, achieve their performance goals.

Guideline for Creation of Performance Measures

Performance measures show the community the value of your services, clearly and succinctly

communicate your impact, and can be used for future funding requests to show program effectiveness.

At quarterly intervals program final outcome measures will be reported out to Tempe City Council and the community through the City of Tempe's Community Health and Human Services' annual Impact Report.

Three performance outcome measures are required to be submitted for each program.
Utilize the tips below to create strong performance measures.

Definitions: Goals, Outcomes, and Indicators

- Goal - An aspirational “big picture” statement about what you hope to achieve with this program.
- Outcomes - A specific statement about the changes you expect to make in pursuit of this goal and how many people you intend to reach in the fiscal year.
- Indicators - The way that an outcome can be measured which indicates success towards the outcome. There may be multiple indicators per outcome.

Developing Outcomes

Outcome measures must include ALL the following components:

- # of Tempe participants expected to achieve this outcome
- % of Tempe participants expected to achieve this outcome
- Type of participants
- Direction of change
- Type of change
- Area of change

 (#) and (%) of (Participant type: families, youth) will (Direction of change: increase, improve, modify) their (Type of change: knowledge, attitude, condition) of/towards (Area of change: employment, food security)

Developing Indicators

Indicators are written in the same format as outcome statements but focus on how you will measure progress on the outcome. They are the most direct evidence of your program's success. An indicator should be more specific than the outcome by demonstrating the specific data collected that will define success and the method of data collection. For example, if an outcome focuses on improving health, the indicator should specify what aspect of health (e.g., cessation of smoking, disease rates, regular exercise) and how that aspect will be measured (e.g., self-report, survey data). There are often multiple indicators for one outcome statement.

Example A (Simple)

- Goal: provide safe and nutritious meals and a welcoming environment for our guests.
- Outcome: 100% or 300 homeless individuals will have increased access to nutritious meals.
- Indicator: by July 2021, 100% or 300 homeless individuals will be served at the nightly meal service as measured by attendance records.

Example B (Complex)

- Goal: increase self-confidence, academic outcomes, and school retention rates among at-risk Tempe youth.
- Outcome: 90% or 65 youth will have increased exposure to positive behavior supporting activities to improve their attitude toward risky

- behaviors.
- Indicator 1: 1 month following the intervention, 90% or 65 youth will have maintained or increased their total score on the Youth Outcome Survey (YOS), which measures attitudes towards risky behaviors including drug use, physical violence, unprotected sex, and alcohol use.
- Indicator 2: 85% or 61 youth will report involvement in at least 1 extracurricular activity or personal interest, as measured by self-report during one-on-one youth interviews at least 2 months following entry into the program.

Minimum Agency Qualifications

Nonprofit agencies serving Tempe clients are eligible to apply. Eligible human services organizations must:

- Hold a 501(c)3 health and human service organization status
- Serve 100% Tempe residents with funds received from the City of Tempe

TCC defines "human services" as programs and services for clients who are economically disadvantaged or face financial hardship due to unexpected life events.

The COT funds a wide range of services aimed at helping Tempe residents achieve their highest level of self-sufficiency and well-being.

Programs being funded must align this City of Tempe guideline:

No individual shall be excluded from participation in, denied the benefit of, subjected to discrimination under, or denied employment in the administration of or in connection with this agreement because of age, sex, race, color, religion, creed, marital status, familial status, sexual orientation, national origin, honorably discharged veteran or military status, the presence of any sensory, mental, or physical disability, or use of a service animal by a person with disabilities.

Proposal Requirements

Human services agencies are invited to submit a proposal via the ZoomGrants data management system. Proposals should detail measurable goals and objectives, specifically addressing the human service needs the program aims to meet.

Note: Organizations may apply for more than one program grant. Use separate applications for each program. Collaboration grants should have one application and one fiscal agent applicant.

Pre-Application Training/Technical Assistance

All prospective agencies are encouraged to attend the pre-application training held on January 13, 2026, from 9:30-11:00 am via Zoom. If unable to attend, agencies are to contact TCC Community Impact Manager Kim Van Nimwegen (kim_vannimwegen@tempe.gov) for a link to the recorded training session or visit this webpage: tempecommunitycouncil.org/agency-review-apply-for-funding.

Submission of Proposals

The deadline to submit proposals into the **ZoomGrants** system is **Monday, February 2, 2026, BEFORE 4:00 PM Arizona time**. Late proposals will not be accepted.

This ZoomGrants link will open on January 13th by 5:00 pm.

Training materials are available on the TCC website:
<https://www.tempecommunitycouncil.org/agency-review/>

Late Clause

Applications uploaded to the ZoomGrants system after the deadline will be considered late and will not be rated, ranked, or considered for funding. TCC is not responsible for late submissions; it is the responsibility of each agency to submit proposals well in advance to ensure they are received *BEFORE* 4:00 pm (Arizona time) on February 2, 2026.

Note: Agencies that wait until just before 4:00 pm risk being held in an electronic queue, which may result in a late submission.

Period of Performance

The period of performance of any contract resulting from this RFP is tentatively scheduled to begin on or about July 1, 2026, and to end on or about June 30, 2027. Contract renewals or extensions, if any, shall be at the sole discretion of the Tempe City Council.

Evaluation

To allocate funds appropriately, members of the volunteer citizen-based review panel will evaluate and score applications based upon how the program will serve human services needs within Tempe (TCC staff will monitor expenditures of grant funds). Proposals may be evaluated using the following criteria, but are not limited to:

Management

- Experience/expertise of executive director and/or staff
- Board members' expertise and affiliation
- Agency experience and expertise
- Proposed program effectively works with community collaborators to deliver service(s)

Service

- How program(s) addresses equity for all (bi-racial, indigenous, people of color, gender identity, disabilities, sexual identity, or sexual orientation)
- How program(s) addresses the City of Tempe's priorities for human service funds
- The program's delivery and accessibility to clients
- How service(s) addresses a critical human service need in Tempe
- If service(s) are in an appropriate or accessible location
- If program(s) serve a significant number of Tempe clients respective to the service offered
- If the program(s) addresses a high priority need as identified in the 2025 Comprehensive Tempe Human Services Community Needs Assessment Survey (Mental Health and Wellness)
- If the program has documented positive collaboration with COT human services programs
- Priority

Performance Outcomes

- Clear projected goals and measurable outcomes
- Program performance from previous year

- Collaboration and coordination with other organizations
- Budget
- Reasonableness of budget-given program objectives
- Leveraging of City/other funds
- Program demonstrates broad financial support
- Interview (if needed)
- Participation with TCC activities such as Care Fair, Community of Practice, and the community needs assessment.

Documentation

Below is a list of required documents for all agencies to review and complete (found under the DOCUMENTS TAB in ZoomGrants). Some documents are for review only; others are templates with fillable fields, which are to be completed and uploaded. They are as follows:

For Review

- Agency Review Pre-Application Training manual which includes the Policies and Procedures

Templates to be Downloaded, Completed and Uploaded

- List of Assurances
- Certification Form (make sure to check appropriate boxes within the document)
- 501(c)3 Letter or Letter of Exempt Status
- Board Information Form
- Financial Review Worksheet (IRS 990)

Additional Documents for All Agencies to Upload to the DOCUMENTS Tab (there are no templates, use your own design)

 - IRS Form 990 (upload most recent)
 - Management Letter/Auditor Recommendations (upload most recent)
 - Balance Sheet
 - Photo of Services - a photo that represents your agency serving their primary population or service. If you include a success story, photos related to the story are best. Please note the following needs related to photos submitted:
 - Single photos - not in a collage format. Multiple separate photos are welcome.
 - Are in a high-resolution image file format, i.e., .png, .jpg, etc. Some PDF versions work - direct image files are preferred.
 - Photos submitted will be considered available for use by TCC to publish in social media, reports and documents related to human services funded programs and services.

Applicants Requesting More Than \$10,000

- Agency Budget (REQUIRED) (This is in addition to the Program Budget located in the BUDGET tab of the application.)

Interviews

Each year all applicants may be interviewed as part of the Agency Review process. The agency interview may be needed to clarify the agency proposal. TCC values our community volunteers and all our agency partners, and as such, we adhere to the interview schedule. Therefore, should an agency not attend the interview, the interview cannot be rescheduled, and the agency will receive zero points or negative scoring due to questions going unanswered, for the interview component of the overall ranking of agency proposals. (Rare and extenuating circumstances, e.g., interviewees are in an accident on the way to the interview, may be considered.) Likewise, agencies that are tardy to the interview will not be provided additional time than that already allocated.

Agencies may receive a list of Agency Review questions prior to the scheduled interview. Agencies will want to carefully review the questions and based on those questions, have the proper agency personnel available at the interview to respond to the provided questions. This is your agency's opportunity to respond to the questions raised in your written proposal. Interviews may be virtual at TCC's discretion.

Special Meetings

TCC reserves the right to interview any agency at any time regarding its organization and/or programs or if staff deems it would be beneficial to the citizen-based review panel.

Notification to Proposers

After award recommendations have been determined, the agency is notified by email that they have or have not received funding for the fiscal year. If the agency is funded, enclosed in the award letter is a Grant Summary Form (acting as a contract) which outlines the program, grant amount, fund type and volunteer comments from the citizen review panel or a link to the full program booklet.

Human services awards are issued to agencies in four quarterly payments mailed to the agency in the first week of each fiscal quarter beginning in July. All agencies that receive human services funding are required to submit quarterly reports via ZoomGrants.

Reporting Guidelines

All awarded human services agencies are required to complete online quarterly reports which must be completed and submitted using the ZoomGrants website. Quarterly reports must be filed in a timely manner or disbursement of funds will be delayed. In cooperation with the City of Tempe, TCC reserves the right to delay quarterly disbursement. If a check is delayed, a three-week processing time could incur.

Site Visits/Monitoring

Agencies submitting proposals may be contacted by TCC's grant administrator for a site visit. There will be one site visit per agency as needed. Each agency will be informed of site visit requirements by the TCC grant administrator. In addition, annual monitoring visits will be scheduled to provide on-site technical service, as well as to ensure compliance with all appropriate local/federal regulations, as needed.

Awards at Reduced Funding Level

Agencies submitting successful proposals, but not funded at full budget request, are required to submit a revised program budget for the amount awarded.

Appeals Procedure

Any agency that feels aggrieved with this RFP may appeal to the TCC Agency Review procurement entity, Tempe Community Council's Community Impact Committee. An appeal must be filed within thirty (30) calendar days after the date of the issue of concern. An appeal shall be made in writing and include the agency's name, address and phone number, identification of the contract being appealed, a detailed statement of the factual grounds of the appeal, including copies of all relevant documents, and the form of remedy requested. An appeal is to be on the agency letterhead and signed by the agency or its authorized representative. The TCC Community Impact Committee will issue a written decision no later than thirty (30) calendar days after an appeal has been filed. The decision shall contain an explanation of the basis of the remedy.

Rejection of Proposals

The City reserves the right, at its sole and absolute discretion, to reject any and all proposals received without penalty and to not issue a contract as a result of this RFP.

Revisions to this Request for Proposal

In the event it becomes necessary to revise any part of this RFP, addenda will be provided to all who attended the Pre-Application Training and will be on the Tempe Community Council website.

Proprietary Information/Public Disclosure

Materials submitted in response to this competitive process shall become the property of the City of Tempe. All received proposals shall remain confidential until the award of contract recommendation has been filed with the Tempe City Clerk for Tempe City Council action. Thereafter, the proposals shall be deemed public records.

For More Information

Kim Van Nimwegen, MSW
Community Impact Manager



Connecting those in need with those who care

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APPENDIX A – SOCIAL DETERMINANTS OF HEALTH

Tempe Community Council, in partnership with the City of Tempe, utilizes a customized Social Determinants of Health (SDOH) Wheel. These determinants of health serve as the framework for the FY 2026-27 human services grant funding process.

The following pages highlight each Social Determinant of Health represented in the wheel and provide guidance to support this year's grant application, including:

- An introductory definition of each determinant
- Sample overarching performance measures
- Priority areas informed by the 2024 Tempe Community Needs Assessment
- Sample key outcomes and outcome guidance





Affordable Quality Housing

Affordable, quality housing is an investment in good health. It enables people to pay for their basic needs, protects them from exposure to dangers, and increases access to support such as health care providers. Addressing affordable quality housing has a positive impact on economic stability, disease prevention, air quality, mental health, early brain development, injury prevention, exposure to extreme climate, and exposure to lead.

Overarching Performance Measure

The percentage ___% of program participants who have improved consistent access to housing. Housing that is stable, affordable, and safe.

Prioritization

Affordable Quality Housing Prioritization

1. (Top priority) Housing retention and shelter diversion
2. Rapid rehousing support coordinators for at-risk households
3. Increased affordable housing developments for older adults
4. Older adult specific housing opportunities (home sharing, aging in place)

Homeless and Unhoused Services Solutions Prioritization

1. (Top priority) Increased immediate family housing and shelter options
2. Increased number of emergency shelter beds
3. Case Management for clients experiencing homelessness
4. Street outreach or mobile engagement teams for the unsheltered

Key Outcomes

Guidance (Use Homeless Management Information System (HMIS) data that your agency currently track)

Data Requirement: Prevention
of unduplicated individuals served
of rental assists
of units of transportation assistance
of utility assists
\$ amount of transportation assistance
\$ amount mortgage/foreclosure prevention assistance
\$ amount rental assistance
\$ amount utility assistance
of mortgage/foreclosure prevention assists
of individuals/families who increase income

Data Requirement: Emergency Shelter/Transitional Housing
of unduplicated individuals served
of bed nights
Average length of stay
of unduplicated individuals case managed
of unknown exits
of positive exits
of negative exits
of case managed unknown exits
of case managed positive exits
of case managed negative exits
#/% of individuals who complete a job training program
#/% of individuals who complete certification/licensing requirements for employment
#/% of individuals who obtained employment
#/% of individuals who earn a post-secondary degree
of individuals/families who increase income



Economic Opportunity

Economic opportunity impacts upward mobility and health. Employment is crucial for income and stability. Improving economic opportunities involves job training and mentorship, local talent development, living wages, and internet access. Improving economic opportunities has a positive impact on economic stability, mental health, and physical activity.

Overarching Performance Measure

The percentage (____%) of program participants who increase their income, employment, and financial stability.

OR

The number (____) and percentage (____%) of program participants who increase their access to reliable transportation and an increase in positive impact on health outcomes and social participation.

Prioritization

1. **(Top priority) Economic support via rental, mortgage, tax, or utility assistance**
2. Transportation navigation and vouchers (bus passes, gas cards, Lyft)
3. Financial literacy or tax prep programs in libraries or community-based organizations
4. Job support and vocational training
5. Other:

Note: The transportation system influences how our communities are designed and operate. It can have a significant impact on public health in many ways, including access to healthy destinations that people to maintain overall health. These destinations include stores, markets selling nutritious food, places providing health care, parks, work, schools and recreational facilities.

Sample Key Outcomes

Assessing various factors including:

- Number of individuals with reliable transportation
- Frequency or distance to essential services
- Cost of transportation
- Improved disease management
- Reduced hospital readmission rate
- Improved mental health outcomes
- Increased participation in social activities
- Increase in educational opportunities
- Reduced social isolation
- Changes in household income
- Employment stability or Job quality
- Poverty rates
- Unemployment rates
- Access to public benefits
- Access to affordable housing
- Access to financial services
- Access to healthcare
- Affordable transportation



Access to Care

Access to Care refers to timely access to personal healthcare services including mental health services. It aims to enhance the quality of care, reduce costs, and improve the health of individuals and the community overall. Increasing access to care has a positive impact on disease prevention, treatment, physical and mental health, as well as economic stability.

Overarching Performance Measure

The percentage (____%) of program participants who are screened and successfully referred to and connected to needed or necessary health and human services.

Prioritization

1. **(Top priority) Mental health care navigation**
2. Substance use (youth and adult) treatment and vouchers
3. Crisis support or emergency mental health services
4. Access to group therapy, online therapy, and medication management
5. Training for families and community in trauma-informed practices or Mental Health First Aid

Guidance for Key Outcomes

Mental Health

Mental health encompasses emotional, psychological, and social well-being. It influences cognition, perception, and behavior. It also determines how an individual handles stress, interpersonal relationships, and decision-making. Mental health includes subjective well-being, perceived self-efficacy, autonomy, competence, intergenerational dependence, and self-actualization of one's intellectual and emotional potential, among others. From the perspectives of positive psychology or holism, mental health may include an individual's ability to enjoy life and to create a balance between life activities and efforts to achieve psychological resilience.

Mental Health Outcome Measure: An outcome measure in mental health care can be defined as a tool used to measure the effect on a person's mental health as a result of health care intervention, plus any additional extra-therapeutic influences. Specifically, outcome measures are quantitative indicators used at two or more points in time: baseline, post-intervention, discharge, or follow-ups.

Examples of types of programs (not all inclusive):

- **Access to Care:** These projects focus on access to outpatient mental health services and integrated healthcare services, mobile outreach, and transportation services.
- **Co-occurring Psychiatric and Substance Use Disorders:** These projects focus on meeting identified inpatient, outpatient, crisis response needs of

individuals with co-occurring mental health issues and substance use disorders.

- **Crisis and Forensic Services:** These projects represent collaborative efforts to develop and enhance coordinated care, mental health deputy response, and continuity of care related to jail release approaches across community crisis and first responder systems of care.
- **Peer Support Services:** These projects include recovery-focused clubhouses, peer support services, and educational training to develop peer providers within community service delivery structures.
- **School-Based and Early Intervention:** These projects focus on prevention and intervention, school-based response, and at-risk screening and identification of first episode psychosis in young adults.



Social Justice

Social justice promotes fairness by challenging injustice and valuing diversity. Many preventable diseases are often linked to issues of social justice. In community health, the focus is on improving well-being and addressing health disparities. Addressing social justice issues positively improves physical and mental health, longevity, economic stability, social inclusion, family cohesion and community well-being.

Overarching Performance Measure

The percentage (____%) of program participants receiving legal navigation services who demonstrate improved stability in court compliance, housing (safe living), or access to essential community supports.

Collaborative programs of any kind (ANY SUBTOPIC in ZoomGrants) should apply under this Social Justice determinant.

Prioritization

1. **(Top priority) Deep Collaboration between two or more organizations with common performance metrics**
2. Co-location of services and existing service metrics
3. Community meals or intergenerational events on connection and belonging
4. Provide in-home services via technology
5. Other:

Key Outcomes

Assessing various factors including:

- Collective impact through collaboration
- Track rates of prevention care
- Timely diagnosis and treatment
- Access to safe homes and neighborhoods
- Foster inclusive and supportive communities where everyone feels a sense of belonging
- Measuring the number of individuals reporting strong social networks and positive social interactions



Healthy & Affordable Food

Healthy and affordable food starts with the understanding that "we are what we eat" and the availability of healthy, affordable food is vital for community health. Providing access to affordable, healthy food has a positive impact on nutrition, disease prevention, mental health, and early childhood brain development.

Overarching Performance Measure

The percentage (____%) of program participants who have improved consistent access to affordable, nutritious, and culturally appropriate food to meet their dietary needs and preferences for an active, healthy life.

Prioritization

1. **(Top priority) Food pantries, distribution sites, food vouchers, and food boxes**
2. Community fridge, community closet, diaper bank, or hygiene hub
3. Programs that link clients to produce boxes or pantries
4. Culturally tailored food access programs or mobile pantries
5. Other:

Sample Key Outcomes

Output Measures (Quantity of Services Provided)

- Number of meals served per day/week/month
- Number of households or individuals served
- Pounds of food distributed
- Number of food boxes prepared and distributed
- Number of new clients enrolled in the program

Outcome Measures (Impact on Clients & Community)

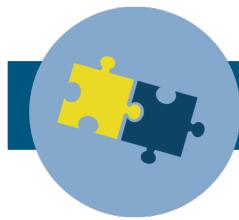
- Percentage of clients who report on improved food security
- Reduction in client reliance on emergency food assistance over time
- Percentage of clients who access additional support services (e.g., job training, housing assistance)
- Client satisfaction survey results
- Improvement in dietary quality (e.g., increased fruit/vegetable consumption)

Efficiency Measures (Resource Utilization)

- Cost per meal served
- Cost per pound of food distributed
- Percentage of food sourced through donations vs. purchases
- Volunteer hours contributed vs. paid staff time
- Time from food donation to distribution

Quality Measures (Service Effectiveness & Client Experience)

- Percentage of meals meeting nutritional guidelines
- Food freshness and quality ratings from clients
- Wait time for food assistance
- Number of service complaints and resolution time
- Client feedback on dignity and respect during service interactions



Social Cohesion

Social/cultural cohesion holds communities together through trusting relationships and shared values. Strong communities protect people, promote health, and improve well-being. Studies show that connected communities can improve family health, safety, and reduce stress, poverty, and even racism. Increasing social inclusion positively impacts economic stability and mental health.

Overarching Performance Measure

The percentage (___%) of program participants who report having supportive relationships, families, homes, pets and neighborhoods.

OR

The number and percentage of program participants reporting increased access to social support networks.

OR

The number of program participants reporting:

- **Trust** (in others and institutions)
- **Belonging** (sense of community)
- **Participation** (civic and social engagement)
- **Inclusion** (equity across groups)
- **Shared values** (common goals and norms)

Prioritization

1. **(Top priority) Multilingual community ambassadors or cultural navigators for hard-to-reach populations**
2. Neighbor Circles to build mutual aid and information sharing
3. Community meals or intergenerational events on connection and belonging
4. Provide in-home services via technology
5. Other:

Sample Key Outcomes

Assessing various factors including:

- Robust social and civic engagement
- Supportive relationships
- Support for mental health
- Opportunities for engagement with arts, music and culture
- Community empowerment that can lead to systems change
- Reduced social isolation



Quality Education

Education empowers and equips individuals and communities for successful and healthy lives. Increased education often leads to better working conditions, health insurance, wages, and access to resources that promote better health outcomes. Increased education positively impacts economic stability, food access, and disease prevention.

Overarching Performance Measure

At least ____/70% of parents/caregivers/school staff report increased social-emotional outcomes (emotional regulation, social skills, self-awareness, relationship-building, self-confidence, and empathy) for youth as measured by a pre and posttest or other measurement tool.

AND/OR

At least ____/70% of students/program participants will demonstrate an increase in educational outcomes (academic performance, problem-solving skills, creativity, critical thinking, and mastery of subject-specific content) as measured by a pre and posttest or other measurement tool.

AND/OR

At least ____/70% of parents/caregivers will demonstrate an increase in knowledge of how best to support their child's academic and social emotional wellbeing as measured by a pre- and post-test or other measurement tool.

Prioritization

1. **(Top Priority) Free and subsidized non-profit child-care options, centers, and educational opportunities**
2. Drop-in respite care for caregivers of children and adults with disabilities
3. Youth mentorship or summer bridge programs with academic, emotional, and social support education
4. Other:

Sample Key Outcomes

Identify specific social-emotional and educational outcomes to track. These may include:

Social-Emotional Outcomes:

- Self-awareness (e.g., ability to identify emotions)
- Social awareness (e.g., empathy and understanding of others' perspectives)
- Self-regulation (e.g., managing emotions and behaviors)
- Relationship skills (e.g., communication and cooperation)
- Responsible decision-making (e.g., making choices based on consideration of well-being)

Educational Outcomes:

- Academic performance (e.g., grades, test scores)
- Engagement in learning (e.g., participation in classroom activities)
- Motivation and goal setting (e.g., persistence in the face of challenges)
- Critical thinking and problem-solving skills



Community Safety

Creating a safe community is vital for maintaining community health. Essential aspects of a safe community include being socially connected, free from crime and violence, promoting social interaction, and being inclusive of all community members. Improving community safety has a positive impact on mental health, injury prevention, and physical activity.

Overarching Performance Measure

The percentage (____%) of people who report feeling safer having received support following experiences of child abuse, sexual violence, physical violence, and/or stalking by an intimate partner.

OR

The percentage (____%) of shelter residents who transition to stable housing within 90 days.

OR

The percentage (____%) of clients who receive legal advocacy services (e.g. restraining orders, court accompaniment).

OR

The percentage (____%) of clients who complete counseling sessions

Prioritization

No priorities were identified for this area, however continuing support of programs in this determinant are essential to maintenance of current community safety and to address increased need.

1. Core domestic violence services
2. Child protection
3. Other:

Sample Key Outcomes

Identify specific social-emotional and educational outcomes to track. These may include:

- Safety planning
- Community resource awareness
- Empowerment and support
- Increased confidence
- Safety from abuse